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Courts Administration Service

2016–17

Report on Plans and Priorities

The Honourable Jody Wilson-Raybould, P.C., M.P.
Minister of Justice and Attorney General of Canada

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represented by the President of the Treasury Board, 2016

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Chief Administrator's Message

I am pleased to present the 2016–17 Report on Plans and Priorities of the Courts Administration Service (CAS).

In, 2016–17, CAS will continue to play a vital role in support of the litigation processes of the Federal Court of Appeal, the Federal Court, the Court Martial Appeal Court of Canada and the Tax Court of Canada. Our commitment to deliver quality services to the four courts will continue to drive our efforts, and our resources will be strategically aligned to address the challenges within the complex and evolving environment in which CAS and the courts operate.

Over the past few years, we have deployed significant efforts to best utilize our resources and make advancements on numerous fronts. Building on this foundation, we will work to provide the courts and employees with the technological systems and infrastructure that best meet their needs. We will also work to ensure that our facilities meet the emerging operational requirements of our programs while implementing measures to enhance physical and IT security for the Courts and employees. CAS will also endeavour to maintain a healthy and engaging workplace for its employees.

Finally, I am very proud of what we have achieved in the past years, and as I begin my second mandate, I continue to count on the dedication and expertise of our employees and the invaluable collaboration of the Chief Justices and the members of the courts in addressing the challenges ahead.

I invite you to read this report to learn more about CAS's plans and priorities for 2016–17.

Daniel Gosselin, FPCA, FCA
Chief Administrator

Section I: Organizational Expenditure Overview

Organizational Profile

Appropriate Minister: The Honourable Jody Wilson-Raybould, P.C., M.P.

Chief Administrator: Daniel Gosselin

Ministerial Portfolio: Minister of Justice and Attorney General of Canada

Enabling Instrument: *Courts Administration Service Act*[i]

Year of Incorporation/Commencement: 2003

Organizational Context

Raison d'être

The Courts Administration Service (CAS) was established in 2003 with the coming into force of the *Courts Administration Service Act*. The role of CAS is to provide effective and efficient registry, judicial and corporate services to four superior courts of record – the Federal Court of Appeal, the Federal Court, the Court Martial Appeal Court of Canada and the Tax Court of Canada. The Act enhances judicial independence by placing administrative services at arm's length from the Government of Canada and enhances accountability for the use of public money.

Responsibilities

CAS recognizes the independence of the courts in the conduct of their own affairs and aims to provide each court with quality and efficient administrative and registry services. Pursuant to section 2 of the Act, CAS is mandated to:

- facilitate coordination and cooperation among the Federal Court of Appeal, the Federal Court, the Court Martial Appeal Court and the Tax Court of Canada for the purpose of ensuring the effective and efficient provision of administrative services;
- enhance judicial independence by placing administrative services at arm's length from the Government of Canada and by affirming the roles of chief justices and judges in the management of the courts; and
- enhance accountability for the use of public money in support of court administration while safeguarding the independence of the judiciary.

Judicial Independence

Judicial independence is a cornerstone of the Canadian judicial system. Under the Constitution, the judiciary is separate from, and independent of the executive and legislative branches of the Government of Canada. Judicial independence is a guarantee that judges will make decisions free of influence and based solely on facts and law. It has three components: security of tenure, financial security and administrative independence.

Strategic Outcome and Program Alignment Architecture

Strategic Outcome: The public has timely and fair access to the litigation processes of the Federal Court of Appeal, the Federal Court, the Court Martial Appeal Court of Canada and the Tax Court of Canada.

1.1 **Program: Judicial Services**

1.2 **Program: Registry Services**

Internal Services

Organizational Priorities

PRIORITY 1: Information Management and Information Technology (IM/IT)

Description
Provide an enabling, modern and fully integrated Information Management and Information Technology (IM/IT) environment supportive of the requirements of the courts and robust access to justice.

Priority Type: **New**

Key Supporting Initiatives

Planned Initiatives	Start Date	End Date	Link to Department's Program Alignment Architecture
Court and Registry Management System (CRMS) – Focus will be placed on the maintenance and update of critical legacy systems essential to ensure the ongoing operations of the courts, and on mitigating technological risks. Plans will also be formulated to modernize the courts and registry systems. To deliver on this priority, a rigorous assessment of user requirements will be initiated. A market research and feasibly study will also be conducted to support the development of a strategy to meet current and future court and registry needs, and enable the move toward a fully integrated and secure electronic court and registry management system. Meeting this objective will depend on funding availability.	2016–17	2019–21	**Programs –** Judicial Services and Registry Services
IT Infrastructure Enhancements – In 2014–15, CAS commissioned an IT Architecture and Computing Environment Assessment (ACE Assessment) to assess its network's and infrastructure's ability to meet current and future needs. Based on this assessment, a number of recommendations were provided in order to address issues, support current services and enable the move toward fully integrated electronic court information management and services. Building on the progress made to date, in 2016–17, CAS will continue to implement remedial actions (funding permitting) and fine-tune its plans accordingly.	2016–17	2019–20	

Planned Initiatives	Start Date	End Date	Link to Department's Program Alignment Architecture
Information Management – To ensure proper alignment of information management with modern principles, practices and standards, CAS must adopt and implement a document management system which will act as a central repository to create, store and manage information resources of business value. The system will support program and service delivery; inform decision making; ensure accountability, transparency and collaboration; and facilitate access to information and records. In 2016 17, CAS will invest in a document management system in a phased approach beginning with a pilot project to assess the effectiveness of the system.	2016–17	2020–21	
Research and Development (R&D) – Knowledge of evolving technology is critical to enhance service delivery and support efforts to transform the courts through the use of modern IT. To pave the way for future developments and increase use of technology, CAS will augment its R&D capacity. Service standards will also be reviewed and updated.	2016–17	2017–18	

PRIORITY 2: Federal Judicial Facilities

Description
Develop and implement a national accommodation strategy in support of a workplace that is agile, adaptable and responsive to the changing needs of the courts and CAS.

Priority Type: **New**

Key Supporting Initiatives

Planned Initiatives	Start Date	End Date	Link to Department's Program Alignment Architecture
National Accommodation Strategy – CAS will develop a national accommodation strategy closely aligned with the evolving needs of the courts. This strategy will inform the CAS National Accommodation Plan.	2016–17	2016–17	**Programs** – Judicial Services and Registry Services
National Accommodation Plan – A new National Accommodation Plan will be designed and implemented. It will be supported by a multi-year National Tenant Services Plan and a National Life Cycle Management Plan. This multi-dimensional plan will ensure that each element is properly considered and that the stewardship of the space envelope/portfolio, the delivery of real property services and the life cycle management of the facilities are managed effectively and consistently across the country. A well-defined governance structure and decision-making framework will guide the implementation of the plan and the management of the portfolio to ensure rigor and accountability are applied to all real property investments.	2016–17	2020–21	

Planned Initiatives	Start Date	End Date	Link to Department's Program Alignment Architecture
National Tenant Services Plan – Adequate resourcing of tenant services projects and ongoing support to accommodate itinerant courts and program expansion will facilitate efficient delivery of services across Canada. This new plan, which will be developed this fiscal year, will support business development/integration while sustaining core business activities in an environment of resource constraints and competing fiscal priorities. It will ensure flexibility in the alignment of real property and program requirements. In addition, the plan will assist with the management of the impacts of business change and development on CAS's space envelope.	2016–17	2020–21	
National Life Cycle Management Plan – A national life cycle management plan for CAS's facilities will ensure the ability to forecast when and where investment should occur; how to best invest limited capital or operations and maintenance dollars; the potential impacts on health and safety; and other associated risks. This plan will also be developed during the period covered by this report.	2016–17	2020–21	
Regional Office Space Requirements – Special focus will be placed on areas with pressing office space and leasing requirements, including the relocation of federal court facilities in Montréal and Québec; and other space configurations for the Toronto, Vancouver and Calgary locations. Plans for the reconfiguration of the building entrances at CAS's headquarters will also be implemented.	2016–17	2020–21	

PRIORITY 3: Human Resources

Description
Foster and implement a sustainable human resources model that will attract, develop, engage and retain a pool of diverse talent.

Priority Type: **New**

Key Supporting Initiatives

Planned Initiatives	Start Date	End Date	Link to Department's Program Alignment Architecture
Succession Planning – CAS has identified the need to develop a pool of talent to staff positions that are critical to the organization's ongoing operations and long-term goals. In 2016–17, CAS will continue to develop and implement its succession plan to address projected gaps in specific skills needed to support its core business objectives. The plan includes a combination of formal training, coaching and developmental assignments critical to the successes of employees. Its objectives will be to recruit and retain employees, and help them acquire the skills and competencies required to compete for positions when they become available.	2016–17	2018–19	**Programs** – Judicial Services and Registry Services
Learning and Development – Investments in learning, operational training and employee development will also continue to be a priority for CAS in 2016–17. Learning initiatives will focus on augmenting competencies, skills and knowledge that are unique to CAS; it will also support employees at key stages of their careers. Investing in employee training will help foster a work environment that is conducive to high performance, attract and retain top talent, and drive priorities and strategic business objectives. The CAS Learning and Development calendar released in 2014–15 will be revised in support of this objective.	2016–17	2017–18	

Planned Initiatives	Start Date	End Date	Link to Department's Program Alignment Architecture
Public Service Employee Survey (PSES) Action Plan – Open communication is essential for the ongoing generation of ideas, establishing a culture of engagement and providing a healthy, stimulating workplace for employees. Building on the successes of 2015–16, CAS will continue to promote a supportive work environment for all employees. In response to the 2014 PSES results, a consultation exercise was undertaken to help address concerns raised by employees. In 2016–17, CAS will continue to update and implement elements of its action plan.	2016–17	2018–19	
Work Description Review – During the period covered by this plan, efforts will be deployed to ensure that all work descriptions are reviewed and updated to ensure a sustainable business model and a skilled and effective workforce to help maintain the strength of CAS's core business.	2016–17	2019–20	
Development and Application of Service Standards – CAS will establish guidelines for the development and application of service standards to ensure the provision of timely and effective human resources service delivery.	2016–17	2017–18	

PRIORITY 4: Security

Description
Implement sound approaches to enhance physical and IT security for members of the courts, court their users and employees.

Priority Type: **New**

Key Supporting Initiatives

Planned Initiatives	Start Date	End Date	Link to Department's Program Alignment Architecture
Security – In 2016–17, CAS will continue to implement comprehensive security programs for the members of the courts, court users and CAS employees. Efforts will be exerted to enhance security controls and response capability, harmonize security service standards across Canada, and introduce effective and efficient security technologies. CAS will also continue to make enhancements to the physical security of its facilities.	2016–17	2020–21	**Programs** – Judicial Services and Registry Services
Review and Collaboration – Ongoing review of security measures, awareness and preparedness (including emergency security plans), as well as collaboration with the law enforcement community, central agencies and other strategic partners to advance organizational interests, will continue to be given priority.	2016–17	2020–21	

Risk Analysis

At CAS, risk management is fully embedded into the strategic planning process. The Executive Committee provides risk oversight; ensures that management has instituted processes to identify the major risks the organization faces; guarantees the continual re-evaluation of the monitoring processes; and ensures that any concerns are brought to the committee's attention. In this regard, the executive sponsorship of risks remains strong, and sets the tone on the importance of risk management for the organization.

CAS's risk management process follows a top-down approach which involves participation at the highest levels of the organization: the Chief Justices Steering Committee, the Executive Committee, the Senior Management Committee and the Departmental Audit Committee. Applied consistently throughout CAS, the process empowers management to better identify and evaluate potential risks for business while maintaining appropriate controls to ensure effective and efficient operations.

The Enterprise Risk Management Framework (ERMF) developed for 2016–17 highlights the key corporate risks, details the risk management process, clarifies roles and responsibilities, outlines high level mitigation measures for each identified risk, and provides risk management tools to better respond to each risk.

The following table outlines the four risks identified in the ERMF. The table also includes risk response strategies and linkages between each risk, the programs and CAS's strategic outcome.

Key Risks

Risk	Risk Response Strategy	Link to Program Alignment Architecture
Access to Justice – There is a risk that access to justice could be impacted by competing priorities for available resources.	**Expenditure Review:** • Conduct frequent reviews of expenditure, commitments and staffing actions to rapidly identify pressures and reallocate funding where mostly needed. **Program Integrity Funding:** • Continue to support application for program integrity funding. **Financial Controls:** • Continue to enhance financial controls. **Non-discretionary Expenditures:** • Maintain discussions with central agencies to identify appropriate mechanism to fund non-discretionary expenditures.	**Strategic Outcome** – The public has timely and fair access to the litigation processes of the Federal Court of Appeal, the Federal Court, the Court Martial Appeal Court of Canada and the Tax Court of Canada. **Programs** – Judicial Services and Registry Services

Risk	Risk Response Strategy	Link to Program Alignment Architecture
Information Technology – There is a risk that the systems applications and IT infrastructure will be unable to meet the current and evolving requirements of the courts and CAS.	**Judicial and Registry Systems:** • Update critical legacy systems. • Develop e-court strategy. • Formulate plans to modernize courts and registry systems including e-filing. **Infrastructure:** Implement the IT Architecture and Computing Environment Assessment: • Optimize IT infrastructure to support electronic courts. • Make enhancements to infrastructure and network. • Make improvements to email system, mobile internet and electronic accessibility of documents. **End User Support:** • Make key improvements to end user support. • Develop service improvement plan. • Provide access to latest technology in court rooms and conference rooms. **IT Security:** • Make improvements to IT security. • Maintain network device access controls. **Funding:** • Secure funding for planned initiatives.	**Strategic Outcome –** The public has timely and fair access to the litigation processes of the Federal Court of Appeal, the Federal Court, the Court Martial Appeal Court of Canada and the Tax Court of Canada. **Programs –** Judicial Services and Registry Services

Risk	Risk Response Strategy	Link to Program Alignment Architecture
Security – There is a risk that the security of the members of the courts, court users, and CAS employees, facilities, information and IT could be compromised.	**Court Security:** • Continue to implement comprehensive security programs. • Enhance security controls and response capabilities. • Harmonize security service standards. • Make enhancements to physical security of facilities. • Implement new model for Court Security Officers. • Continue to adopt strategic risk-based approaches to security management. • Update Business Continuity Plan. • Continue to implement Health and Safety Plan. • Continue collaboration with law enforcement community, central agencies and other strategic partners.	**Strategic Outcome** – The public has timely and fair access to the litigation processes of the Federal Court of Appeal, the Federal Court, the Court Martial Appeal Court of Canada and the Tax Court of Canada. **Programs** – Judicial Services and Registry Services
Information Management – There is a risk of loss of hard copy and digital records.	**Document Management System:** • Invest in a Document Management System. • Conduct a Pilot Project of the new DMS. **CAS Classification and Retention System:** • Adapt classification system and retention schedule for CAS. **Hard Copy Storage:** • Increase storage space for storing and archiving hard copy court documents.	**Strategic Outcome** – The public has timely and fair access to the litigation processes of the Federal Court of Appeal, the Federal Court, the Court Martial Appeal Court of Canada and the Tax Court of Canada. **Programs** – Judicial Services and Registry Services

Access to Justice

There is a risk that access to justice could be impacted by competing priorities for available resources.

As with the previous year, this risk is driven by a number of factors including the scope and complexity of the federal courts system; the increasing workload of the courts; the growing demands on the limited resources; the requirement to support Canada's fiscal objectives; government-wide rules and legislative changes; amendments to the Courts Rules; technological advancements; public demands for online services; the non-discretionary work associated with the escalation in the number of multi-day hearings; the yearly increases in the number of documents received by the Courts; and the increase in the number of self-represented litigants. To mitigate this risk, CAS will secure a funding model and continue to conduct frequent reviews of expenditures, commitments and staffing action to rapidly identify pressures, reallocate funding to ease the pressure on available resources and realize efficiencies. CAS will also continue to support its application for program integrity funding in support of initiatives that fall outside the scope of physical security and IT security funding received as part of the Budget 2015.

Information Technology

There is a risk that the systems applications and IT infrastructure will be unable to meet the current and evolving requirements of the courts and CAS.

There are a number of drivers linked with this risk: the lack of sufficient resources to implement important IT projects to support the transition to electronic courts; the incompatibility of existing legacy court case management systems with evolving technology; the growing demand for access to modern technology in conducting business with the courts; and the results of the ACE Assessment. These drivers pose limitations on CAS ability to meet the evolving program needs with existing legacy systems. As such, the increased requirements for systems integration remain a challenge.

Given the resource constraints, CAS will strive to balance the maintenance of existing legacy systems with investments in new systems. The emphasis will also be on improving IT infrastructure stability, and the overall systems reliability and security. Risk mitigation strategies have been formulated in the IT strategy and roadmap, which lays out plans and projects for a sustainable long-term IT solution. Substantial investments are required to manage the inherent and residual risks.

Security

There is a risk that the security of the members of the courts, court users, and CAS employees, facilities, information and IT could be compromised.

The results of a comprehensive Threat and Risk Assessment, the evolving security requirements and emerging threats on the international scene will continue to drive this risk. In response, CAS will continue to implement its comprehensive security programs on behalf of the courts, harmonize security service standards across Canada and enhance security controls and response capabilities.

Plans to invest $19 million over five years in physical and IT security for the federal courts, will include measures such as additional cameras, security personnel and screening tools for the proper functioning of the courts. These investments will also help guard against security breaches and allow the courts to continue to protect judicial confidentiality, personal information and sensitive commercial information in its possession.

Information Management

There is a risk of loss of hard copy and digital records.

CAS has identified a need to deploy a new document management system (DMS) for the creation, storage, maintenance and use of information. This technological solution will improve organizational efficiency, promote transparency, and further enable business insight and timely data-driven decisions.

This risk is driven by the changing and complex business environment; the need to improve the efficiency of business processes; the two distinct governance structures for information management – for CAS and the courts; the need to update and implement a modern classification system capable of meeting CAS's needs; regulatory requirements; the need to deliver new services; and stakeholders' demand for new technological solutions.

To mitigate this risk and ensure the proper alignment of information management with modern principles, practices, and standards, CAS will adopt and implement a document management system in a phased approach, which will act as a central repository to create, store and manage information resources of business value. The system will support program and service delivery; inform decision making; facilitate accountability, transparency and collaboration; and preserve and ensure access to information and records.

Planned Expenditures

Budgetary Financial Resources (dollars)

2016–17 Main Estimates	2016–17 Planned Spending	2017–18 Planned Spending	2018–19 Planned Spending
72,351,643	72,351,643	71,863,612	71,939,085

Note:

The planned spending column reflects the amounts expected to be allocated to CAS in the Main Estimates for each fiscal year with an adjustment in fiscal year 2018–19 for the addition of anticipated Division 9 sunset funding, as described below. The financial resources for the implementation of Bill C-11, an *Act to amend the Immigration and Refugee Protection Act (Balanced Refugee Reform Act) and the Federal Courts Act* are included in the table above.

The table also includes funding approved in *Budget 2015* for enhancements to physical and IT security for the federal courts. In addition, the table includes funding related to Division 9 proceedings of the *Immigration and Refugee Protection Act* aimed at addressing challenges in the management of security inadmissibility cases, protecting classified information in immigration proceedings, and obtaining diplomatic assurances of safety for inadmissible individuals facing a risk of torture.

With the coming into force of Bill C-43 *Economic Action Plan 2014 Act, No. 2*, the jurisdiction for the payment of prothonotaries' salaries, pensions, benefits and other administrative arrangements has been transferred to the Office of the Commissioner for Federal Judicial Affairs Canada. As a result, the associated funding is excluded from the table above.

Human Resources (Full-Time Equivalents [FTEs])

2016–17	2017–18	2018–19
642	642	642

Note:

The human resources for the implementation of Bill C-11, an *Act to amend the Immigration and Refugee Protection Act (Balanced Refugee Reform Act) and the Federal Courts Act* are included in the table above. Also, the table includes human resources for funding related to Division 9 proceedings of the *Immigration and Refugee Protection Act* aimed at addressing challenges in the management of security inadmissibility cases, protecting classified information in immigration proceedings, and obtaining diplomatic assurances of safety for inadmissible individuals facing a risk of torture.

Budgetary Planning Summary for Strategic Outcome and Programs (dollars)

Strategic Outcome, Programs and Internal Services	2013–14 Expenditures	2014–15 Expenditures	2015–16 Forecast Spending	2016–17 Main Estimates	2016–17 Planned Spending	2017–18 Planned Spending	2018–19 Planned Spending
Strategic Outcome: The public has timely and fair access to the litigation processes of the Federal Court of Appeal, the Federal Court, the Court Martial Appeal Court of Canada and the Tax Court of Canada.							
Judicial Services	21,333,113	21,961,589	26,959,620	27,994,392	27,994,392	27,804,032	27,833,232
Registry Services	25,014,862	25,696,130	24,766,618	24,278,931	24,278,931	24,117,428	24,142,757
Subtotal	**46,347,975**	**47,657,719**	**51,726,238**	**52,273,323**	**52,273,323**	**51,921,460**	**51,975,989**
Internal Services Subtotal	20,994,584	21,492,687	22,686,258	20,078,320	20,078,320	19,942,152	19,963,096
Total	**67,342,559**	**69,150,406**	**74,412,496**	**72,351,643**	**72,351,643**	**71,863,612**	**71,939,085**

Note:

Fiscal years 2013–14 to 2015–16 include salary related payments for existing employee benefits, such as severance pay, maternity pay, and the option offered to employees to convert severance pay entitlements into cash, which fluctuate year over year and are not included in planned spending figures for 2016–17 to 2018–19. Also, fiscal years 2013–14 to 2015–16 include received operating budget carry forward amounts, which are excluded from the planned spending figures for 2016–17 to 2018–19.

Starting in fiscal year 2015–16, forecasted and planned spending includes funding for enhancements to physical and IT security for the federal courts, as well as funding related to Division 9 proceedings of the *Immigration and Refugee Protection Act* aimed at addressing challenges in the management of security inadmissibility cases, protecting classified information in immigration proceedings, and obtaining diplomatic assurances of safety for inadmissible individuals facing a risk of torture. Also, reallocations between programs have been made starting in 2015–16 based on the new *Guide on Internal Services Expenditures*.

Furthermore, funding for the support of additional judicial appointments for refugee reform under Bill C-11 is included in the planned spending levels but is not available to CAS until these appointments are made. There have been four judicial appointments to date.

Alignment of Spending with the Whole-of-Government Framework

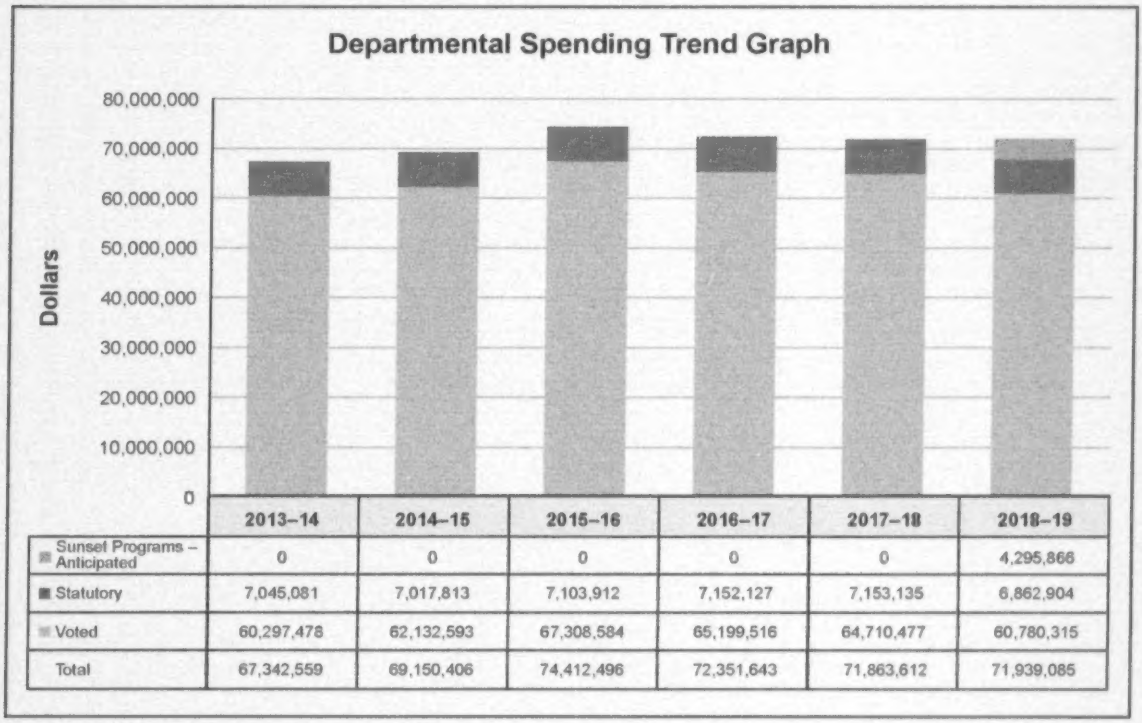
Alignment of 2016-17 Planned Spending with the Whole-of-Government Framework[ii] (dollars)

Strategic Outcome	Program	Spending Area	Government of Canada Outcome	2016–17 Planned Spending
The public has timely and fair access to the litigation process of the Federal Court of Appeal, the Federal Court, the Court Martial Appeal Court of Canada and the Tax Court of Canada.	Judicial Services	Government Affairs	Strong and independent democratic institutions	27,994,392
	Registry Services	Government Affairs	Strong and independent democratic institutions	24,278,931

Total Spending by Spending Area (dollars)

Spending Area	Total Planned Spending
Economic affairs	N/A
Social affairs	N/A
International affairs	N/A
Government affairs	72,351,643

Departmental Spending Trend



	2013–14	2014–15	2015–16	2016–17	2017–18	2018–19
Sunset Programs – Anticipated	0	0	0	0	0	4,295,866
Statutory	7,045,081	7,017,813	7,103,912	7,152,127	7,153,135	6,862,904
Voted	60,297,478	62,132,593	67,308,584	65,199,516	64,710,477	60,780,315
Total	67,342,559	69,150,406	74,412,496	72,351,643	71,863,612	71,939,085

Note:

The increase in spending in 2014–15 is mainly due to the transition payments for implementing salary payment in arrears by the Government of Canada. Fiscal years 2013–14 to 2015–16 include salary related payments for existing employee benefits, such as severance pay, maternity pay, and the option offered to employees to convert severance pay entitlements into cash, which fluctuate year over year and are not included in planned spending figures for 2016–17 to 2018–19. Also, fiscal years 2013–14 to 2015–16 include received operating budget carry forward amounts, which are excluded from the planned spending figures for 2016–17 to 2018–19.

Starting in fiscal year 2015–16, forecasted and planned spending includes funding for enhancements to physical and IT security for the federal courts. Also, fiscal years 2015–16 to 2017–18 include renewed funding related to Division 9 proceedings of the *Immigration and Refugee Protection Act* aimed at addressing challenges in the management of security inadmissibility cases, protecting classified information in immigration proceedings, and obtaining diplomatic assurances of safety for inadmissible individuals facing a risk of torture. Subject to government decision, fiscal year 2018–19 includes the anticipated renewal of the Division 9 sunset funding.

Estimates by Vote

For information on the Courts Administration Service's organizational appropriations, consult the 2016–17 Main Estimates.[iii]

Section II:
Analysis of Program by Strategic Outcome

Strategic Outcome: *The public has timely and fair access to the litigation processes of the Federal Court of Appeal, the Federal Court, the Court Martial Appeal Court of Canada and the Tax Court of Canada.*

Program 1.1: Judicial Services

Description

The Judicial Services program provides legal services and judicial administrative support to assist members of the Federal Court of Appeal, the Federal Court, the Court Martial Appeal Court of Canada and the Tax Court of Canada in the discharge of their judicial functions. These services are provided by legal counsel, judicial administrators, law clerks, jurilinguists, judicial assistants, library personnel and court attendants, under the direction of the four Chief Justices.

Budgetary Financial Resources (dollars)

2016–17 Main Estimates	2016–17 Planned Spending	2017–18 Planned Spending	2018–19 Planned Spending
27,994,392	27,994,392	27,804,032	27,833,232

Human Resources ([FTEs])

2016–17	2017–18	2018–19
191	191	191

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
Members of the courts have the legal services and administrative support they require to discharge their judicial functions.	% of final court decisions posted on the courts' websites within established timeframes.	95%	March 31, 2017

Planning Highlights

In 2016–17, Judicial Services will continue to provide key strategic management and legal advice to the four Chief Justices and other members of the courts. This includes support on various aspects of the courts' operations, provision of legal advice, and participation on and assistance to various court committees.

Subject to available funding, Judicial Services will continue to take steps to make advancements on e services in order to pave the way for future possibilities for increased use of technology to better support court requirements and improve efficiency. Judicial Services will also continue to develop plans to make resources available to self-represented litigants.

The number of court decisions requiring translation has increased over the past years and is expected to continue to increase. In 2016–17, Judicial Services will continue to explore new approaches to meet its translation requirements including investments in translation technologies and increased revision capacity. In addition, CAS will seek to identify a new funding model to address this ongoing pressure on its limited resources.

Finally, in consultation with each court, Judicial Services will develop criteria for separating, creating, storing, managing and disposing of judicial information in a manner that respects the rules of the courts and judicial independence.

Program 1.2: Registry Services

Description

Registry Services are delivered under the jurisdiction of the Federal Court of Appeal, the Federal Court, the Court Martial Appeal Court of Canada and the Tax Court of Canada. The registries process legal documents, provide information to litigants on court procedures, maintain court records, participate in court hearings, support and assist in the enforcement of court orders, and work closely with the Offices of the four Chief Justices to ensure that matters are heard and decisions are rendered in a timely manner. Registry Services are offered in every province and territory through a network of permanent offices and agreements with provincial and territorial partners.

Budgetary Financial Resources (dollars)

2016–17 Main Estimates	2016–17 Planned Spending	2017–18 Planned Spending	2018–19 Planned Spending
24,278,931	24,278,931	24,117,428	24,142,757

Human Resources (FTEs)

2016–17	2017–18	2018–19
291	291	291

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
Public has access to information regarding the Courts' processes across Canada.	% of reviewed court documents that are processed accurately	95%	March 31, 2017

Planning Highlights

Registry services are critical for the efficient and effective delivery of justice by the courts. During the upcoming year, CAS will continue the implementation of a number of key initiatives that will ensure delivery of quality services and facilitate timely and fair access to the litigation processes of the four courts.

Members of the courts and court users expect to use modern electronic tools when dealing with the judiciary. However, the current paper-based systems used by CAS in support of the judicial processes are inefficient and unreliable. In 2016–17, CAS will work with Judicial and Registry Services to formulate plans to modernize its judicial support systems. User requirements will be confirmed and a market research and feasibility study will be conducted to identify the most viable option to meet the requirements of the registry and the courts with the view to purchasing and implementing a fully integrated Court and Registry Management System (CRMS). The CRMS will enable the e-filing of court documents, document management, automating workflows, scheduling hearings, management of e-hearings, advanced search functionalities and sophisticated report creation. CRMS will also facilitate transmitting decisions to litigants and legal professionals electronically and compiling and reporting performance measures and statistics needed for the efficient functioning of the courts. Progress will depend on available funding.

In 2016–17, Judicial and Registry Services will establish an inventory of the services it offers to external clients with the view to developing design requirements, optimizing service delivery and improving usability. They will also establish best practices in alternative service delivery–including e-services, and a multi-year service management strategy will be developed and implemented to measure the quality of the service.

Plans to modernize registry training will also be implemented. This new approach will incorporate best practices and emerging trends, address scheduling issues, and introduce changes in format and delivery methods to more aptly meet evolving operational requirements.

Internal Services

Description

Internal Services are groups of related activities and resources that are administered to support the needs of programs and other corporate obligations of an organization. Internal services include only those activities and resources that apply across an organization, and not those provided to a specific program. The groups of activities are Management and Oversight Services; Communications Services; Legal Services; Human Resources Management Services; Financial Management Services; Information Management Services; Information Technology Services; Real Property Services; Materiel Services; and Acquisition Services.

Budgetary Financial Resources (dollars)

2016–17 Main Estimates	2016–17 Planned Spending	2017–18 Planned Spending	2018–19 Planned Spending
20,078,320	20,078,320	19,942,152	19,963,096

Human Resources (FTEs)

2016–17	2017–18	2018–19
160	160	160

Planning Highlights

In 2016–17, focus will be placed on the maintenance and update of critical legacy systems essential to ensure the ongoing operations of the courts and on mitigating technological risks. In addition, consistent with the ACE Assessment and IT roadmap, CAS will take remedial action to enhance its IT infrastructure and network.

CAS will also work with Public Services and Procurement Canada to make advancement on the relocation projects of the Montréal and Québec offices. The leases for these two offices will expire in 2017 and 2019 respectively.

During the period covered by this report, CAS will continue to adapt its document classification system and retention schedule, which will serve as a comprehensive guide for creating, storing, maintaining, managing and disposing information resources of business value. Ongoing training will emphasize best practices for the proper handling and safeguarding of designated and classified information and assets.

Human resources will remain a priority for CAS in 2016–17. As such, a number of initiatives have been identified in support of a diverse and skilled workforce, with training and learning, advancement opportunities and flexible work schedules. In addition, efforts will be deployed to ensure that all work descriptions are reviewed and updated to ensure a sustainable business model and a skilled and effective workforce to help maintain the strength of CAS's core business.

In 2016–17, special emphasis will be placed on improving service delivery. In particular, CAS will continue to build on and reinforce its service standards, and clearly outline common concepts and best practices to improve service delivery.

Some of these projects identified in this report are dependent on CAS's ability to secure the required investments. Consequently, CAS will continue to maintain its application for program integrity funding.

Section III: **Supplementary Information**

Future-Oriented Condensed Statement of Operations

The future-oriented condensed statement of operations provides a general overview of the Courts Administration Service's operations. The forecast of financial information on expenses and revenues is prepared on an accrual accounting basis to strengthen accountability and to improve transparency and financial management.

Because the future-oriented statement of operations is prepared on an accrual accounting basis, and the forecast and planned spending amounts presented in other sections of the Report on Plans and Priorities are prepared on an expenditure basis, amounts differ.

A more detailed future-oriented statement of operations and associated notes, including a reconciliation of the net costs of operations to the requested authorities, can be found on the Courts Administration Service's website.[iv]

Future-Oriented Condensed Statement of Operations
For the Year Ended March 31, 2016
(dollars)

Financial Information	2015–16 Forecast Results	2016–17 Planned Results	Difference (2016–17 Planned Results minus 2015–16 Forecast Results)
Total expenses	101,447,126	97,825,423	(3,621,703)
Total revenues	2,783	2,783	0
Net cost of operations before government funding and transfers	101,444,343	97,822,640	(3,621,703)

Estimated and planned results were determined based on an analysis of actual expenditures, results of internal forecasting exercises and prior year trends, and the use of professional judgment. With all assumptions, there is a measure of uncertainty surrounding them. This uncertainty increases as the forecast horizon extends.

CAS's total expenses are estimated to decrease from $101,447,126 in 2015–16 to $97,825,423 in 2016–17, a variance of $3,621,703 (-4%). The two major categories of expenses are salary and employee benefit expenses and operating expenses.

- **Salary and employee benefit expenses:** Salary and employee benefit expenses are estimated to decrease from $53,392,509 in 2015-16 to $53,011,998 in 2016–17, a variance of $380,511 (-1%). Over half of CAS's total expenses consist of salaries and employee benefits (53% of total expenses in 2015–16 and 54% of total expenses in 2016–17). This variance is mainly attributable to the exclusion of salary related payments for existing employee benefits, such as maternity, vacation, and severance pay from 2016–17 planned results. These amounts fluctuate year over year and are difficult to forecast. This is partly offset by an increase in personnel funding in 2016–17 related to enhancements to physical and IT security for the federal courts.
- **Operating expenses:** Operating expenses are estimated to decrease from $48,054,617 in 2015–16 to $44,813,425 in 2016–17, a variance of $3,241,192 (-7%). This variance is attributable to planned decreases in professional and special services, partly offset by an increase in amortization expense.

CAS's total revenues are estimated to be $2,783 in both 2015–16 and 2016–17. The majority of CAS's revenues are earned on behalf of Government (i.e., non-respendable revenues). The total revenues figure presented in the above table is net of these non-respendable revenues. Further details on the Courts Administration Service's non-respendable revenues can be found in the detailed future-oriented statement of operations and associated notes.

Supplementary Information Tables

The supplementary information tables listed in the *2016–17 Report on Plans and Priorities* are available on the Courts Administration Service's website.[v]

- Greening Operations; and
- Upcoming Internal Audits and Evaluations Over the Next Three Fiscal Years

Section IV: Organizational Contact Information

Additional Information

Further information on the strategic planning portion of this document can be obtained by contacting:

Director, Corporate Secretariat
Courts Administration Service
Ottawa, Ontario
K1A 0H9
info@cas-satj.gc.ca

Further information on the financial portion of this document can be obtained by contacting:

Director General, Finance and Contracting Services
Courts Administration Service
Ottawa, Ontario
info@cas-satj.gc.ca

Appendix: Definitions

Appropriation: Any authority of Parliament to pay money out of the Consolidated Revenue Fund.

budgetary expenditures: Operating and capital expenditures; transfer payments to other levels of government, organizations or individuals; and payments to Crown corporations.

Departmental Performance Report: Reports on an appropriated organization's actual accomplishments against the plans, priorities and expected results set out in the corresponding Reports on Plans and Priorities. These reports are tabled in Parliament in the fall.

full-time equivalent: A measure of the extent to which an employee represents a full person-year charge against a departmental budget. Full-time equivalents are calculated as a ratio of assigned hours of work to scheduled hours of work. Scheduled hours of work are set out in collective agreements.

Government of Canada outcomes: A set of 16 high-level objectives defined for the government as a whole, grouped in four spending areas: economic affairs, social affairs, international affairs and government affairs.

Management, Resources and Results Structure: A comprehensive framework that consists of an organization's inventory of programs, resources, results, performance indicators and governance information. Programs and results are depicted in their hierarchical relationship to each other and to the Strategic Outcome(s) to which they contribute. The Management, Resources and Results Structure is developed from the Program Alignment Architecture.

non-budgetary expenditures: Net outlays and receipts related to loans, investments and advances, which change the composition of the financial assets of the Government of Canada.

performance: What an organization did with its resources to achieve its results, how well those results compare to what the organization intended to achieve, and how well lessons learned have been identified.

performance indicator: A qualitative or quantitative means of measuring an output or outcome, with the intention of gauging the performance of an organization, program, policy or initiative respecting expected results.

performance reporting: The process of communicating evidence-based performance information. Performance reporting supports decision making, accountability and transparency.

planned spending: For Reports on Plans and Priorities (RPPs) and Departmental Performance Reports (DPRs), planned spending refers to those amounts that receive Treasury Board approval by February 1. Therefore, planned spending may include amounts incremental to planned expenditures presented in the Main Estimates.

A department is expected to be aware of the authorities that it has sought and received. The determination of planned spending is a departmental responsibility, and departments must be able to defend the expenditure and accrual numbers presented in their RPPs and DPRs.

plans: The articulation of strategic choices, which provides information on how an organization intends to achieve its priorities and associated results. Generally a plan will explain the logic behind the strategies chosen and tend to focus on actions that lead up to the expected result.

priorities: Plans or projects that an organization has chosen to focus and report on during the planning period. Priorities represent the things that are most important or what must be done first to support the achievement of the desired Strategic Outcome(s).

program: A group of related resource inputs and activities that are managed to meet specific needs and to achieve intended results and that are treated as a budgetary unit.

Program Alignment Architecture: A structured inventory of an organization's programs depicting the hierarchical relationship between programs and the Strategic Outcome(s) to which they contribute.

Report on Plans and Priorities: Provides information on the plans and expected performance of appropriated organizations over a three-year period. These reports are tabled in Parliament each spring.

results: An external consequence attributed, in part, to an organization, policy, program or initiative. Results are not within the control of a single organization, policy, program or initiative; instead they are within the area of the organization's influence.

statutory expenditures: Expenditures that Parliament has approved through legislation other than appropriation acts. The legislation sets out the purpose of the expenditures and the terms and conditions under which they may be made.

Strategic Outcome: A long-term and enduring benefit to Canadians that is linked to the organization's mandate, vision and core functions.

sunset program: A time-limited program that does not have an ongoing funding and policy authority. When the program is set to expire, a decision must be made whether to continue the program. In the case of a renewal, the decision specifies the scope, funding level and duration.

target: A measurable performance or success level that an organization, program or initiative plans to achieve within a specified time period. Targets can be either quantitative or qualitative.

voted expenditures: Expenditures that Parliament approves annually through an Appropriation Act. The Vote wording becomes the governing conditions under which these expenditures may be made.

whole-of-government framework: Maps the financial contributions of federal organizations receiving appropriations by aligning their Programs to a set of 16 government-wide, high-level outcome areas, grouped under four spending areas.

Endnotes

i. *Courts Administration Service Act*, http://laws.justice.gc.ca/eng/acts/C-45.5/page-1.html

ii. Whole-of-government framework, https://www.tbs-sct.gc.ca/ppg-cpr/frame-cadre-eng.aspx

iii. 2016–17 Main Estimates, http://www.tbs-sct.gc.ca/hgw-cgf/finances/pgs-pdg/gepme-pdgbpd/index-eng.asp

iv. Courts Administration Service Future-Oriented Statement of Operations and associated notes, http://cas-ncr-nter03.cas-satj.gc.ca/portal/page/portal/CAS/RPP_eng

v. Courts Administration Service Supplementary Information Tables, http://cas-ncr-nter03.cas-satj.gc.ca/portal/page/portal/CAS/RPP_eng